



Agenda

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SPECIAL
FINANCE COMMITTEE MEETING
REVIEW OF MAYOR'S PUBLIC SAFETY PLAN FOR
FISCAL YEAR 2008/09 BUDGET

MONDAY, APRIL 14, 2008
CITY COUNCIL CHAMBERS
5:15 P.M.

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. MAYOR'S PROPOSAL FOR POLICE DEPARTMENT EXPANSION
5. ADJOURNMENT

The Governing Body has been invited to attend this meeting.

Interpreter for hearing impaired is available through City Clerk's Office upon 5 days notice.

**SUMMARY OF ACTION
SPECIAL FINANCE COMMITTEE MEETING
Monday, April 14, 2008**

<u>ITEM</u>	<u>ACTION</u>	<u>PAGE</u>
CALL TO ORDER AND ROLL CALL	Quorum	1
APPROVAL OF AGENDA	Approved [amended]	1
MAYOR'S PROPOSAL FOR POLICE DEPARTMENT EXPANSION	Presentation/discussion	2-27
ADJOURNMENT		27

**MINUTES OF THE
CITY OF SANTA FE
SPECIAL
FINANCE COMMITTEE
Monday, April 14, 2008**

1. CALL TO ORDER

A special meeting of the City of Santa Fe Finance Committee was called to order by Chair Matthew E. Ortiz, at approximately 5:15 p.m., on Monday, April 14, 2008, in the Council Chambers, City Hall, 200 Lincoln Avenue, Santa Fe, New Mexico.

2. ROLL CALL

MEMBERS PRESENT:

Councilor Matthew E. Ortiz, Chair
Councilor Christopher Calvert
Councilor Miguel Chavez
Councilor Carmichael A. Dominguez
Councilor Rebecca Wurzburger

OTHER COUNCILORS PRESENT:

Councilor Rosemary Romero
Councilor Patti J. Bushee

OTHERS ATTENDING:

Kathryn Raveling, Finance Director
Yolanda Green, Finance Division
Eric Johnson, Police Chief
Melessia Helberg, Stenographer

There was a quorum of the membership in attendance for the conducting of official business.

3. APPROVAL OF AGENDA

MOTION: Councilor Wurzburger moved, seconded by Councilor Dominguez, to approve the agenda, as amended.

VOTE: The motion was approved unanimously on a voice vote.

4. MAYOR'S PROPOSAL FOR POLICE DEPARTMENT EXPANSION

A Memorandum dated April 11, 2008, to the Finance Committee, from Chief Eric Johnson, Deputy Chief Benjie Montano and Deputy Chief Aric Wheeler, with attached Police Department Three Year Strategic Plan, is incorporated herewith to these minutes as Exhibit "1."

A Memorandum dated March 28, 2008, with attachment, to the Finance Committee from Galen Buller, City Manager and Kathryn L. Raveling, Director, Finance Department, is incorporated herewith to these minutes as Exhibit "2."

Chair Ortiz said this first in a series of hearings on what is being proposed by the Police Department, as well as what we have in terms of a status report. He said after speaking with the Mayor, he has agreed that there will be no public comment at this meeting as requested by the Mayor and the City Manager. However, it is his understanding in speaking with Councilor Ron Trujillo, Chair, Public Safety Committee, that Councilor Trujillo will hold a public hearing on this plan, Public Safety and the Police Department in general, at the Public Safety Committee meeting on April 22, 2008. He reiterated that he has respected the wishes of the Mayor and City Manager in not having public comment here, and the public comments will take place at the Public Safety Committee meeting, and possibly other meetings as we go into this particular subject.

Chair Ortiz said, as a preface to this meeting, Committee members have a number of questions in advance of this hearing. Because of the shortness of time, and in deference to Councilor Wurzbarger who has to leave early, he will allow her to present her comments and questions now, and he will hear questions from the Finance Committee prior to the presentation. He thanked Councilors Romero and Bushee for attending the meeting, who are not members of the Committee, noting Councilor Trujillo wanted to attend, but he is out of town.

Chair Ortiz said Councilor Trujillo has requested, if at all possible, that the minutes of this meeting to be done in expedited fashion so they would be available for his Committee's review on April 22, 2008.

Ms. Helberg said she will accommodate this request if humanly possible, and will contact the office to find out when the Public Safety Committee packets will be sent out.

Chair Ortiz, other members of the Committee and other Councilors in attendance, thanked the Police Department and the City Manager's Office for making the packet available to the Committee on Friday evening at 7:45 p.m., and the Police Department for delivered the packets.

Questions and Comments from the Committee

Councilor Wurzbarger

Councilor Wurzbarger said she is happy we are at the point to address a need in terms of increasing the capacity of the Police Department, particularly in light of the recent decision made by the City with respect to annexation.

Councilor Wurzbarger said the Plan is a Plan for what we need, and she needs further clarification at a big picture level. She asked, "what is this going to get the public, other than increased officers, increased this or increased that, in terms of what I would call process data. I really would like to have more objective data on key questions such as, at least in our district, I feel that we repeatedly have concern about burglaries which have increased in District 2, and I think we need to be able to address what can we expect. We had talked earlier about your strategic plan, that if you take the notion of system rates, which has been applied in police departments across the country, we need to know of how many burglaries, what can we expect. Are we going to expect fewer burglaries, are we at least going to expect the number of burglaries that we have, which have increased, can we expect that more will be processed in a way that we're able to catch the people, and that maybe in some cases, people can get their property returned to them. I know that happens in some cases, but we don't have a clear sense of what will the difference be, and what is your goal with respect to, say, burglaries."

Councilor Wurzbarger said she would also like to know:

- 1) The response time. She said the reduction of only a few minutes, from 22 to 18 minutes, is of concern to her, given the fact that it was recently restructured to have more "brass" overseeing people so we could divide the City into smaller segments.
- 2) Traffic. A majority of complaints she hears have to do with speeding. We have agreed as a Council that covering the City with additional speed bumps on every single street can't be done, nor should it be done. She said there is strong input asking to control the speeding, noting someone was speeding down Don Gaspar at 61 mph the other night. In terms of performance objectives, and in terms of programmatic differences we need to respond to the community in terms of what we hope can happen if we go with the increased force.
- 3) How this request relates to annexation. She thinks the worst thing we can do is to come back with another interim plan that says we'll be back again once the annexation happens. She wants clarity on whether this will get us through the annexation process, if not, what can we expect in the future.

Councilor Wurzbarger believes the way this is budget is proposed and what you are asking the citizens to pay is not unrealistic. However, they shouldn't be asked to pay anything unless there is real clarity about what public safety objectives will be met.

Councilor Dominguez

Councilor Dominguez thanked Chief Johnson for his dedication and willingness to serve as the Chief, which isn't an easy job, and thanked all of the officers. He said this is a safe community, and part of that is that the officers will take the time to do things, such as delivering packets to the Committee so they can study it over the weekend and have good, tough questions for the Chief to answer. He said he has questions, some consistent with Councilor Wurzbarger's, which he will ask now so the Chief can think about how to respond to them in his presentation, as follows:

- 1) Questions about only reducing response time from 22 minutes to 18 minutes after three years.
- 2) Increase Patrol proactive time from 5 minutes to 20 minutes.
- 3) He wants to know other quantitative targets, such as how this will impact gang activity. Is there a target to reducing and cracking down on gang activity.
- 4) How do the current shifts impact the ability to provide a safe neighborhood, and can it be done differently to increase safety.
- 5) The question of equity. Certain Districts at times need different kinds of policing than others. He said it may be more effective to be more reactive in a part of a community where that needs to happen than in another part.
- 6) In the Division 2003 Five-Year Strategic Plan, there were both a needs assessment and survey done. He asked the source of the priorities identified by the Chief in his plan. Is it a continuation of the 2003 Plan, or if there is a new set of data we need to consider.
- 7) There are a lot of finance assumptions in the Plan. There has been a lot of discussion about the use of red light cameras: to increase revenues or to change driving habits. He said the Plan would seem to indicate that we would want the driving habits to continue to be bad to generate the revenues proposed in the plan, although he is unsure if this really is the intent. He would like clarification on that.
- 8) Concern about the reliance on various grants. He wants to know more about the assumptions that we will get these grants.
- 9) Two years ago there was an increase in officers, and we are now down 8-9 vacant positions. He asked where these officers were assigned, since we're still working at minimum shifts. He assumes people still will be taking vacation leave, will call in sick and such. If this is the case, are we really going to be increasing the number of officers on the streets, commenting that we will be increasing the potential to do that.
- 10) What are some of the other challenges the Department has which are outside the Chief's control at the district or state level. He said we need to know if we need to lobby the legislature for something. He asked Chief Johnson to articulate some of that as well.

Councilor Chavez

Councilor Chavez said this is "round two." He said two years ago we imposed a Public Safety Tax, and we were also able to make some financial arrangements with the County regarding the Regional Communications Center. He said at this juncture there is a need, a request and perhaps a "pent up

demand," to further increase the force with a focus on public safety. He said we can discuss what this means to the community and to us as individuals. He said most important is the impact to the Police Department which is providing the service. He said there was discussion of response time, and we need to work on this. He said to have the public feel safe in their homes, in the parks, on the streets, in their businesses is very critical.

He said he has questions about the red light cameras. He said if this will change the bad behavior and he hopes it does go away, it will be necessary to replace that revenue with other revenue. If it is for public safety, perhaps we should focus on public safety as the driving force and not as a revenue source. He believes it will be short lived whatever the case.

He said Councilor Wurzbarger's concerns aren't that different from many concerns he hears throughout District 3. He said those concerns are shared – graffiti, residential burglaries, speeding in neighborhoods and such.

He said if we move forward to implement the plan, what we do with those new resources and how we retain and manage the force always will be a constant challenge. He will be encouraged to see expansion in community relations, Neighborhood Watch Program and expanded Cops Program. He said the Police Department needs to be proactive as much as possible. He hopes we will be looking for these objectives. He said we are talking about taxing the public through the property tax for increased public safety, which was just done for Parks. He believes we need good parks, adequate police department, good infrastructure, streets, sidewalks and such so we can move safely and do our jobs.

Councilor Calvert

Councilor Calvert thanked the Police Department for their hard work on this Plan. In general, he would like everyone to keep in mind that even though we may have differences of opinion, we all are working for what we think is best for the community. He would like us to keep this in mind as we have the discussions back and forth.

Councilor Calvert said, in regards to some of what has been said and what Councilor Wurzbarger said about results, he would be interested in that as well – goals, results. He is more interested in that than activity. For example, you talk about increased DWI enforcement, and the number of road blocks. To him, this is activity, and he wants to know what you expect to get from that – what decrease in the number of DWIs, what percentage.

Councilor Calvert said after adding 45 personnel, the goal is to reduce response time from 22 minutes to 18 minutes, when in 2000 it was 9.53 minutes. He doesn't believe this is a goal we should be "shooting for." He will be interested in results more than activity when we look at outcomes from what we have now and what we will have if we implement this.

Councilor Bushee

Responding to Councilor Bushee, Councilor Ortiz said Councilors can ask questions about anything which is contained in the information which is in the packets. He said the Mayor, Chief and City Manager are prepared to answer those questions.

Councilor Bushee said her questions regarding finance is if we can look to no property tax increase and find the money in the existing budget. She said no one is opposed to the new positions. She would like to look to the possibility of phasing-in the requested personnel. She asked Ms. Raveling if we don't achieve the recruitment goal for the first year, could those funds be used for other issues and concerns.

Councilor Bushee said she is concerned about the response time, and wonders how many officers we had in 2000, and what was the City population at the time. She said it is hard to compare Santa Fe to other cities because few have the day population we have in Santa Fe. She is looking for outcomes, commenting that target outcomes are scant in the report. She would like timelines to achieve those. She wants to hear from Chief Johnson what are the priorities for his administration of the Department.

Councilor Bushee said Councilors hear from constituents around things such as violent crime, property crimes, its connection to drug transactions and gang related issues. She understands there have been improvements over the last few months, but we are starting from the point where we have been reeling from some statistics with regard to the rise in crime, particularly crimes around property. She said no one denies we need to increase the police presence, and she wants to examine things such as Community Policing. She wants to discuss how the recruitment bonuses have worked and if those will continue to work in the face of Albuquerque's salary increase for its officers. She also wants to discuss housing subsidies and if Santa Fe can match Rio Rancho's housing amenities, and if that can become a bargaining issue.

Councilor Romero

Councilor Romero thinks the priorities on page 9 really resonate with what her District neighborhoods have said very clearly. She hopes people will look beyond districts to address safety and crime issues. She said she is in Comstat District 6, noting these districts go beyond the four Council Districts. She said Comstat District 6, where she lives, is getting hit the hardest. She said the residents in the Kaune School area, with easy access to Cerrillos and St. Francis, are saying we should do what we need to do to get relief for them, because of the increase in property crimes. She said people want to be helpful, participate in the COPS program, do a Neighborhood Watch. She is encouraged at the strategies and priorities on page 9. She is hearing loud and clear from the neighborhoods that we need to do something, and looks forward to the presentation. She is not on the Committee, but she is an active listener and member of the Governing Body, and after the presentation would like the opportunity to ask more questions.

Mayor Coss

Mayor Coss said he appreciates this opportunity, the special meeting and the attendance of the Councilors who are not on the Finance Committee, to discuss the Police Department's Strategic Plan to strengthen public safety in Santa Fe. He thanked the public for attending as well. He believes it is better to have this presentation, get it out to the public and then have a public hearing.

Mayor Coss said the basic objective of this Plan is to move from reactive management to a Department which can proactively conduct preventive community policing of the neighborhoods, parks, trails, open space, school and business districts. It is proposed to achieve this by increasing the minimum patrol from 9 officers per shift to 15 officers per shift over three years. He said it is proposed to reduce arrests by preventing crime. He said the department made great strides last year, hiring 33 officers and now are down to 8 vacancies, with 9 offers to hire, so there might be a waiting list of one in a month.

Mayor Coss said the officers started 37 neighborhood watches in the past year, the last one at Quail Run was attended very well. The Department is making more arrests, combating burglaries and bringing those numbers, increasing DWI arrests and working against crime. He noted that he concludes from the charts in the Plan that statistically this Department is just holding its own on crime. He said last year we experienced the largest spike in home burglaries, but it wasn't the biggest year for property crime, nor violent crime. He said we are holding our own in a City which has grown dramatically over the past ten years, and he does not believe "holding our own" is good enough for Santa Fe.

Mayor Coss said there was a spike in rapes last spring, at the same time there was a spike in youth violence and in home burglaries. He said the Police Department was stretched pretty thin responding to all of this last spring.

Mayor Coss said Santa Fe is the capital city and a City which is looked to for leadership in many areas. We have a very exciting Parks, Trails & Open Bond issue which is unfolding and will be good for the City. The Railyard, in planning for ten years, will open this summer, and in the fall the Rail Runner will be bringing people to the Railyard. The community convention center will be opening soon. Santa Fe is reaching out internationally through Creative Cities here, with many important people coming here including Gorbachev this evening. He said Santa Fe, internationally, is becoming an important city and we have a lot of responsibility. Santa Fe is pursuing economic development, affordable housing and sustainability. He said the basic building block for our success as a community is public safety.

Mayor Coss said this Strategic Plan will cost about \$1.8 million in year one. To afford this, he proposes that \$900,000 come from fees and grants, and reallocation of general fund dollars. He said in the budget being submitted there will be no new expansions of general fund positions in other areas of city government so we make public safety a priority. He also proposes to increase the property tax by .294 mills to generate the other \$900,000. He said this property tax increase would be an additional levy of \$29 per year on a house of \$300,000, or 8¢ a day. He believes it is worth it.

Mayor Coss said we recently won approval from the public to increase property tax for our parks and trails, which will be about \$93 per year on a \$300,000 house, or 25¢ a day. In the case of the parks,

he believes the public clearly saw the need to improve the parks and the plan we put in place to achieve these improvements and that the investment was worth it. He said he agreed with that as well and this is a very important step for Santa Fe.

Mayor Coss said this evening we are presenting a Strategic Plan for improving the Police Department so they can continue to keep the parks, trails and the rest of our growing City safe. We proposed a method to pay for the plan, and believes the community will get behind the plan because they know how important public safety is to everything we want to do as a City.

Mayor Coss said, to quote his favorite President Franklin Roosevelt, "I expect an arduous, exacting and uninhibited public and Council review of this plan and the funding." He has asked, and Councilor Trujillo has agreed, to submit this plan to a public hearing at the Public Safety Committee

He thanked the Council for the opportunity to present this plan which he believes is very important.

Presentation by the Department

Eric Johnson, Chief, thanked the Committee for the chance to present this plan, and thanked the members of his staff who worked so hard over the past few months to get this accomplished.

Chief Johnson presented the information in Exhibit "1," to the Committee.

Chief Johnson said at this point, we are basically "running in place." He said over the years they have requested additional positions, although this hasn't been accomplished due to the budget constraints and other issues. He said Councilor Dominguez asked for the Vision 2003 Plan last week so he could do comparisons. He provided a copy to each Councilor last Friday.

Chief Johnson played a short commercial to show the kinds of things they are doing a little differently.

Responding to the Chair, Chief Johnson said this commercial was done by a professional company, Edit House, because they can get air time with several different TV stations. This is an example of the recruitment budget. The commercial has been aired for 2-3 weeks and they have received 20 responses from around the State from potential candidates to whom information has been sent, with hopes they will test with the Department shortly. He said the commercial says it all: Nothing is routine for us anymore.

Chief Johnson said it is becoming more dangerous for the officers as well. It is important to him to protect our community and ensure the officers go home safe at night, commenting that in the past two years there have been three officer involved shootings. He said we haven't seen these kinds of things in Santa Fe in a number of years.

Chief Johnson continued his presentation of the information in Exhibit "1," to the Committee.

Chair Ortiz said in the information, part of the assumptions which are made, is a big contribution of grants to the funding of this proposal, but the Chief acknowledges in his Memorandum that those grants run out. He said the estimated hit on property tax isn't \$26 per year on a \$300,000 home, it is \$125 a year on the \$300,000 home when the grant money runs out. He asked if the 1.25 mill includes the 2006 property tax increase, or is that from this proposal forward and then we have the additional 2006 on top of the 1.25 mill.

Ms. Raveling said these are new increments and does not include the 2006 tax increment.

Chair Ortiz said he believes the 2006 tax levy was .45 mills, noting it was a compromise. He wants to be clear that the information in this proposal is about this proposal moving forward, and it assumes, although it doesn't say, that the 2006 property tax remains in place, so this is in addition to that 2006 tax.

Ms. Raveling said this is correct.

Councilor Chavez said, reading from the Santa Fe Bond Survey done in October 2007, based on a \$20 million G.O. Bond, it would cost \$20 for every \$100,000 of the home's value, and a home of \$300,000 would see an increase of \$60 per year.

Chair Ortiz said he remembers that, and he wanted to be clear because the Mayor said \$26 per year, but the packet says \$125 per year.

Councilor Chavez said the mill levy, because it starts at a lower increment, increases over time.

Chair Ortiz asked Ms. Raveling if it is true that the mill levy increases over time.

Ms. Raveling said as additional officers are added it will, and those will come at a cost. This proposes that we add 18 positions in FY 08/09, another 18 in 09/10 and another 18 in 10/11.

Chair Ortiz said then if we were to grant the proposal as presented, we would be increasing the mill levy cumulatively, so that at the end of the time there would be a mill levy added every year, and every single year the property would increase.

Ms. Raveling said this is correct.

Councilor Chavez asked if the G.O. bond for parks will sunset.

Ms. Raveling said we anticipated 20 year bonds, after that, theoretically you could do away with that increment.

Chief Johnson continued his presentation of the information in Exhibit "1," to the Committee.

Chair Ortiz asked if the programs to which the Chief refer under Community Relations are

programs which could not be implemented without the 2006 tax levy, and if these are additional programs which have been put on line because of the increase in the budget for the Police Department.

Chief Johnson said as they've filled the vacancies, he has been able to move people back into positions in the crime prevention area, for example, to reestablish these programs, many of which we had in the past, but were lacking for a while due to shortages.

Councilor Bushee asked Chief Johnson if he has tracked the volume of calls in relationship to the growth in population.

Chief Johnson said it has been tracked over the years and he can illustrate that as he reviews the report.

Chief Johnson continued his presentation of the information in Exhibit "1," to the Committee.

Chair Ortiz said in discussing patrol activities, there are four categories: Crime Calls, Assistance Calls, Traffic Stops and Self-initiated calls. He asked the Chief if he can separate out the volume of calls coming into the department as a sub category.

Chief Johnson said he can do that as far as calls which actually draw a case number.

Councilor Bushee wants to know the percentage of growth in these calls.

Chair Ortiz presumes it would be the same 13-14% growth.

Chief Johnson said Graph No. 2 on page 7 breaks down the percentages and increases in calls.

Chair Ortiz pointed out that combines four different categories, and he believes the more precise question would be the number of calls coming in.

Councilor Wurzbarger would like Chief Johnson to talk about how the nature of crime has changed when he speaks at the Public Safety Committee. She said in the burglary in her home, the people came in with a saw, took a safe out of the wall, knocked the door down. She said things have changed over time, and this is part of what we're hearing from our constituents that it is not only that the numbers are up, but in planning to look at the nature of the crime because that requires a different response. She said the same thing is true with respect to construction sites and what is happening there. She said it involves people who are building their own homes, and not just big developments, and people are coming in and taking the copper and everything out of the walls, and the toilets, after you are ready to move in. This is a different kind of crime in Santa Fe, she believes.

Councilor Bushee said she wants to feel sure that Chief Johnson is asking for sufficient funds so we don't wind up in 2-3 years discovering that we are still just maintaining, and we have the same problems on which Chief Johnson has worked so diligently over the past two years.

Chief Johnson said the reality is that we are playing "catch-up" from years past, and with this plan he is trying to get to levels where we should be. He said annexation is a totally separate issue. He said a study was done in 2005, which will have to be redone.

Councilor Wurzbarger said if we decide to proceed with the plan without modifications, for example, part of it is answering the public's question: If we annex, how will it affect my service. We're going to have to say that is not anticipated in this plan.

Chief Johnson said this is correct. He said the whole purpose of the plan being presented today is to increase the staffing needs so they will have more time to do preventive policing, be more visible in the community, provide better protection at our parks and such.

Councilor Wurzbarger said then the numbers are based on catching up, rather than projecting out five to ten years what is going to happen.

Chief Johnson said this is correct. Chief Johnson said when annexation happens, we don't want to end up in the same situation as currently, where we are responding from call to call, without time to do preventive policing.

Councilor Chavez said annexation is happening now, so the level of service is different and will be different when we start to phase-in the annexation, commenting that annexation doesn't have to drag this plan down, nor does this plan have to drag down the annexation. He said the four areas we're discussing are crime calls, assistance calls, traffic stops and self initiated calls, and each of these categories has a response time.

Chief Johnson said this is correct.

Chair Ortiz asked Councilor Chavez if he is requesting this additional information.

Councilor Chavez said no, he was just looking for clarification, and he didn't hear that in the debate and wanted to be sure these are the four areas, commenting that response time is critical in each of these areas.

Chief Johnson said anything a police officer does during the tour of their duty which takes them away from their regular patrol activities impacts response time. He said one serious incident – crash, homicide or something serious like that – can tie up several officers for several hours, and this all contributes to response time. The whole purpose of going forward with this plan is to get more officers on the street so we can be more efficient in covering these calls for service.

Chief Johnson continued his presentation of the information in Exhibit "1," to the Committee.

Chair Ortiz said Las Cruces is larger geographically and in population.

Chief Johnson said yes, it covers 76.2 miles and Santa Fe 41.6 miles, and one of the reasons we have problems with traffic congestion.

Chair Ortiz would like to know Las Cruces' response time. He said Santa Fe and Las Cruces seem to be about the same in percentage of administration to uniformed officers.

Chief Johnson said they did request the response time from Las Cruces, but hasn't received a response. Hopefully, that information will be available by the Public Safety Committee meeting. He said most departments run the same kinds of shifts. Santa Fe has four ten-hour shifts for patrol, and the officers work four days on and have three days off.

Councilor Chavez would like to see where Las Cruces is on its annexation efforts, noting that Las Cruces is annexing land with fewer existing conditions, and therefore there is less fiscal impact to manage the area.

Chief Johnson continued his presentation of the information in Exhibit "1," to the Committee.

Chair Ortiz asked why the figure is so high for overall crime in 2007, and asked the Chief what he did to reduce it in 2008. He asked the reason there was an increase in residential burglaries in 2007, and what the Chief will be doing to reduce that number.

Chief Johnson said when there is a high vacancy rate, it affects everything they do. Filling the vacancies has given the ability to adjust resources. He said another person was recently promoted into the crime prevention area which has had vacancies for a long time. This will allow the officers to get into the community more, get more crime prevention tips, increase the neighborhood watch programs and general education for the public. He has been able to move two positions to the regional task force to address narcotics issues and beef up some of the vacancies in the investigations section in the property crime area.

Chair Ortiz said then the answer to the question as to why residential burglaries were up in 2007 was because of vacancies in the Department.

Chief Johnson said it was a combination of vacancies and not having the proper resources to get out there and address the problem. As the vacancies are filled, he can make additional moves into areas that address those problems specifically.

Chair Ortiz said asked if these vacancies are the ones which were filled with the 2006 funding increase.

Chief Johnson said all of the vacancies were funded positions. He said the tax increase has given the ability to do an aggressive recruiting campaign.

Responding to the Chair, Chief Johnson said the 24 positions which were vacant were out of the 155 which were allotted to be at full strength. Currently there are 10 vacancies due to an upcoming

retirement, although he is hoping to fill these in the near future. He said the goal is to fill those positions by the summer months for the major market events – within the next three months.

Councilor Bushee asked if it will be possible to track whether the bonus program worked, or if it was just a temporary fix for a year, and do we need to "come back at this." She asked how long we will be competitive. She is concerned we won't be able to get these people to stay with the City. She asked if the bonus program is working for the long term.

Chief Johnson said we have an outstanding recruiting team, and we are responsible for conducting the background investigations as well. He said some of the things they look for specifically when hiring lateral officers is if this person is a "gypsy cop," that jumps from department to department. He depends on the team to do an in depth background and achieve the best candidates for our department, and it seems to be working very well at this point.

Councilor Bushee asked if any of the candidates have knowledge about Santa Fe and the housing costs and such.

Chief Johnson said they do, commenting that the cost of housing here isn't a big secret. However, when they interview the candidates, they are advising them up front what programs are available, and trying to get them involved with Homewise right away. He said we let them know about options being examined for the future in providing housing on City property, City Parks and working with the schools to see if they would bring that program back as well.

Councilor Bushee would like Chief Johnson to speak about training programs, given that this is a very new force, and we keep losing the experienced officers. She wants to hear more about the training programs.

Chief Johnson said training also contributes to the response time, noting throughout the year the officers are required to attend a certain number of hours of training through the New Mexico Law Enforcement Academy which takes them away from their regular duties as well. One of the advantages to hiring lateral officers – those who already are State certified or eligible for certification by waiver at the academy – is that these officers can be on the streets faster, about four weeks. A cadet spends 21 weeks in the academy, plus has to come out and do a 16-week field training program. Someone who is certified already has general knowledge of policing, and has the basic training. He said the lateral officers have been able to adapt to the training programs very well and the majority are released on their own in four weeks, with few exceptions.

Councilor Chavez said, with regard to recruitment and retention, there has been a focus in the homes programs to have public safety officers living in Santa Fe. He said Homewise can help with part of it. He said he read that we were considering offering an incentive for home ownership.

Chief Johnson said one of the programs Homewise was considering was offering a \$15,000 down-payment assistance. All of these programs are in the works. He said it is imperative to get our officers living back in Santa Fe, and getting them involved in community activities – coaching, school activities. It

is part of the community policing model to have our officers here physically and involved in community activities.

Councilor Chavez believes it also would save drive time and give them more time with their families.

Chief Johnson said we are stressing with candidates the importance of living in Santa Fe, and offering them assistance to get involved in these programs. He said Ms. McCormick has issued an RFP to see what it would cost to get modular homes which can be offered at a reduced rent to these officers. He said it is a deterrent to crime when we have police cars parked in the neighborhoods, in the parks on City properties.

Councilor Calvert asked a series of questions and Chief Johnson responded as follows:

- 1) **Councilor Calvert** asked if one of the results of this plan would be less overtime, and if there would be some savings in the current budget to help fund some of these positions. **Chief Johnson** said overtime is a touchy situation and hard to control. The reality is that when we have more officers doing more enforcement, and such, it will require them to appear in court. There will be additional officers to address some of the shortfalls we've had.
Councilor Calvert said if the arrests decrease, there will be less time in court.
Chief Johnson said but you want us to fix the traffic problems. He said overtime is difficult to predict, and just one major case, a homicide, can result in thousands of dollars in overtime. This is a reality and the cost of doing business in police work.
- 2.) **Councilor Calvert** asked if he is saying that none of the current overtime is due to the fact that we had a lot of vacancies, and people were covering for other people.
Chief Johnson said a good portion of the overtime is because we are bringing in officers to meet our minimum staffing levels, and there should be a decrease in that area.

Councilor Chavez asked the dollar amount we are now spending on overtime, and has it been consistent over the last 3-4 years.

Chief Johnson said he doesn't have these numbers with him this evening.

Councilor Calvert said these are questions that don't necessarily have to be answered tonight, but as we move forward, we can look at that.

Chief Johnson said he had hoped to see some reduction in that officers won't be working double shifts to meet the minimum staffing levels. He said he will have to do some work to predict the amount.

- 3). **Councilor Calvert** said there currently are 25 Mobile Data Terminals (MDTs) installed in the automobiles. He said on page 11, Chief said "...18 new MDTs to be purchased through grants." However, he heard him say 75 MDTs when he was talking to the Committee.

Chief Johnson said he is pursuing different funding sources. Currently, there is one grant from the State to equip 73 additional vehicles. He also has obtained a grant from the federal government to address some of the technology needs, and where some of the additional computers will be funded.

Councilor Calvert said then the 75 and 18 are additive with different sources of funding.

Chief Johnson said this is correct.

Councilor Calvert asked how sure the sources of funding are for these, noting the State grant never seems to come.

Chief Johnson said he should be getting the final project agreement back late this week, and hopes to walk it through the approval process and on the next Finance Committee agenda. He said this grant is secure and it is a matter of completing the process.

Councilor Calvert asked the total number of patrol vehicles.

Chief Johnson said there are 101 patrol units.

Councilor Calvert said then with the 25 we already have, and 75 we have coming, this should cover everything.

Chief Johnson said this is correct. He said he is also looking to go to the palm pilots for the investigators, which will have the capability to do what the MDTs will do, with the exception of being able to print out reports. The investigators will have access to information such as criminal records, and be able to identify gang members through the Gang Net System.

- 4) **Councilor Calvert** said on page 11 it says "train all officers in full capacity of MDT devices to enable self-dispatch, expedite processing, reduce report writing time," and that the status of that is in the planning stages. He thinks if we've already installed 25 and we want to maximize our internal efficiencies we should be further than the planning stages and making sure everyone knows how to use these to the most effective purpose.

Chief Johnson said what he means by planning stages is that he has a training schedule set up which will start in the next few weeks. The training schedule is done, and it is a matter of getting the rest of the equipment. He said the delay from the State has set him back somewhat, and had anticipated starting the training earlier.

- 4) **Councilor Calvert** noted 25 are already installed, and asked if personnel have been trained fully on the full capacity and features and effectiveness of this equipment.

Chief Johnson said they have not, because these are the new vehicles which are being issued, and in the next 2-3 weeks we should be setting up the first training session.

- 5) **Councilor Calvert** said he has only gone on one ride along with the police. One of the things he noticed, in terms of efficiencies, is the amount of duplicate paperwork, and hopefully this purchase will reduce that, and give the officers more time to patrol instead of filling out paperwork.

Chief Johnson said this is correct.

Councilor Calvert wants to be sure they know how to use the equipment so that happens.

Chief Johnson said 8 MDTs have been deployed for some time, and it makes a huge

difference for the officers, because they can see a call that's waiting to be dispatched on the CAD screen, and if they are in the area, they can self-dispatch themselves and take the call right away.

- 6) **Councilor Calvert** said there is a two-hour overlap on the shifts. He saw a lot of time being spent on paperwork during that time. He said if we can reduce the paperwork, then some of the overlap time can be spent actually doing patrol, or does it mean that we need less of the overlap time in general.

Chief Johnson said the overlap time is important for the days where there are spikes, the busy days, and the patrol commanders identify the specific problems during their shifts. He said right now, officers look forward to the overlap time so they can get to the station and get caught up on the paperwork they have accumulated throughout their tour of duty. He said it will make a huge difference on the crash reporting, the citations. The system will have a diagraming program where they can do the diagrams on the computer.

- 7) **Councilor Calvert** said we just received the 2008 annual report on impact fees which says there is \$91,000 for police, and asked if that is available.

Chief Johnson said he believes some of those funds were used for the renovation.

Ms. Raveling said impact fees are for projects.

Councilor Chavez said it has to be used for facilities – bricks and mortar.

Councilor Calvert said some of the items in the budget are capital expenditures and asked if it has to be spent on a building, or can it just be capital expenditures.

Chief Johnson said it is his understanding that it is mainly for facility purposes. He said he is working on the renovation of the department, and doesn't know if they will be using some of those funds to pay for that.

Councilor Calvert suggested we could move this where something else is budgeted and "shift that money to this." He would like to explore this possibility.

Chief Johnson said it possibly could be used for something which will have a life span of ten years, for a special purpose vehicle or such.

- 8) **Councilor Calvert** said his hope is that if there is a red light camera program which works as advertised, personnel would not be monitoring the red lights, sitting there trying to catch violators. If it is effective there would be fewer crashes caused by people running red lights. He said this would free-up personnel, and perhaps we won't need as many personnel

Chief Johnson said the red light cameras usually are set at targeted locations, intersections with high crash volumes. He said the reality is that complaints are stacked up to address with regard to speeding in neighborhoods. One of the biggest complaints are trucks coming down US 285 using jake brakes.

Councilor Calvert said he is just talking about the red light problem, and believes resources are used to sit at red lights and write tickets, and a lot of resources are used to

respond to crashes as well. He said we are trying to work with you on this, but we also need to get the best "bang for the buck" for the constituents who have to pay for this. He is trying to ensure we are being as efficient with the resource as possible, and if this is a place where we can shift personnel from some of these personnel to other duties, maybe we don't need quite as many as we said we did. He wants to see this explored.

- 9) **Councilor Calvert** said he has been working with Chief Johnson on the false alarm issue, noting when he was on the ride along he noticed the large the number of false alarms to which we are responding. He will be introducing an ordinance modeled after Seattle's which has had good results in moving police off responding to false alarms. He said this is something we could implement to free up personnel to do other things, and perhaps we don't need to add personnel and can reallocate those resources. He wants these things to be factored in as we move forward with this discussion. He said we want to accomplish the mission, but we want to try to hold down costs and the property tax increase and he is working at both of these simultaneously.

Chief Johnson said a lot of the traffic enforcement is on an overtime basis through the traffic safety grants. He said with the minimum staffing levels, it is tough to do any kind of traffic enforcement with the exception of the traffic unit which targets specific problems. He said we will have to continuously evaluate this Plan as we move forward and look at adjusting resources as necessary. If the data, in year 2-3, shows there is a significant reduction in some of these areas, this is something that can be reevaluated at that time.

- 10) **Councilor Calvert** said currently nine is the minimum staffing level and there sometimes is difficulty in meeting that. He asked, in year one when we add four officers per patrol shift, how we only move from nine to eleven.

Chief Johnson said each patrol shift is broken into two squads. Squad one works so many days in the week, and squad two works so many days in the week. He said you would be adding four officers to each patrol team, or two officers for each squad, and increasing the minimum staffing by those two officers. He said this plan proposes to increase the minimum staffing levels, and the four officers are to cover 24/7 on each shift.

Councilor Calvert asked if the two squads are on the same shift.

Chief Johnson said they are on the same shift, but are broken into two squads.

Councilor Calvert said we are adding four officers per shift, and asked how we only increase from 9 to 11.

Chief Johnson said currently, to meet minimum staffing levels, we are actually calling in people on overtime, so we are hoping this will relieve that. We still have training issues, the family medical leave act to deal with, officers on injury leave, and a number of different factors which impact the daily staffing levels.

Councilor Calvert said if you're only adding two, and you have time for all the other things, then the budgets for some of those items should go down, in terms of overtime.

Chief Johnson said we would hope to see a reduction in the overtime, because we are decreasing having to bring officers in to cover staffing issues on overtime.

- 11) **Councilor Calvert** said if we get to 11 in the first year, and add four per shift again, and we only get to 13, he would think by that time, we would have more on the shift than covering for deficiencies we're had. He expects in year two, that it might be 14 or 15 per shift instead of 13.
Chief Johnson said this is possible. He said as we get the positions, we have to establish a baseline to see what kind of effect it will have as we continue to beef up the patrol shifts. He said he will keep a close eye on this and continue to monitor.
- 12) **Councilor Calvert** said on page 9 of the Report, one of the initiatives is "strengthen Police Safety Aide as career path toward officer positions." He agrees with this, and believes it would also help with some of the recruiting expenditures if we were able to do that successfully. He would hope we hire the Aides with this in mind. This makes for better trained people with more on the job experience and reduces the cost.
Chief Johnson said this is correct. He said in looking at recruiting Public Safety Aides they also are looking for people with an ambition to become a police officer and have the ability to move up.
- 13) **Councilor Calvert** asked, with regard to response time, if the goal really is, over the next three years, to reduce the response time from 22 minutes to 18 minutes.
Chief Johnson said he wanted to use a realistic, achievable number. There are many factors involved in the increased response time: traffic in Santa Fe, location of the jail off State Road #14 and the time to book a prisoner from 30 minutes to an hours, and the increased area of patrol.
Councilor Calvert said if the booking is a significant factor, then maybe we have to look at alternatives, such as a temporary detention facility and then somebody takes them from there to the final destination so everyone isn't driving out to the furthest point.
Chief Johnson said the cost associated with a temporary holding cell is enormous as far as meeting the standards.
Councilor Calvert said he knows that, but these are things we have to consider in the mix, commenting he knows there is an expense, but asked if the expense is justified for the reduced response time and keeping more officers on patrol.
Chief Johnson said as the positions are filled, as in the past for special operations, there will be two officers driving the transport down and picking up people as arrests are made. Right now, it is necessary to maintain the nine officers on the street unless we are on an overlapping shift and we have the resources to do that. It is something he can definitely look at.

Councilor Dominguez said Councilor Calvert's questions and the Chief's answers about staffing, minimum staffing per shift and such helped to clarify things for him. He would like to see that analyzed further as we start looking at overtime costs.

Chief Johnson said the military deployments take a toll on the Department when officers are called for duty and gone for weeks and months at a time.

Councilor Dominguez asked questions and Chief Johnson responded as follows:

- 1) **Councilor Dominguez** said the assumption is, if there is a new federal leader, funds will be freed up for police departments for grants. He asked the Chief if he has his eye on anything specific and are there associated conditions, or will he just do a blanket request or submit a bunch of different ones yet to be identified.
Chief Johnson said federal grants are pretty difficult to obtain these days. He said this can all change under new leadership. He said he is monitoring the situation closely. He said he is looking for the Cops in Schools grant to be reinstated to fund and offset the cost of the program. He said grants available currently are specifically related to Homeland Security, noting a Homeland Security grant funded the command post, and EOD vehicle replacement. He said he was able to replace the SWAT Bearcat with these funds, all of which require no matching funds from the City.
Councilor Dominguez said it is troubling that some of these things would rely on grant funds, when he believes these should be part of the operation automatically. However, there are equally important roles and positions which need to be part of the organization which should not depend and rely on grants. He believes it would be beneficial to change the "culture," and start to look at these kinds of things. He hopes that some of this can be addressed.
- 2) **Councilor Dominguez** asked, with regard to red light cameras, if the cost of administering the program are part of the numbers we have.
Chief Johnson said whatever company is chosen after the RFP will provide all of the equipment so there is no initial start-up cost, although the Department will enter into a contract with the company which will get a certain percentage of the fines collected.
Councilor Dominguez said then there is no administrative cost, and it won't be necessary to assign personnel to do what needs to be done.
Chief Johnson said at some point there will be, depending on how successful the program is, because hearing officers will be necessary for those who dispute the citations. He said APD is bringing in retired officers 2-3 hours a week to address these issues.
Councilor Dominguez said this needs to be factored into the data which we have been given in terms of potential revenues, because the reality is that it's not just a matter of implementing the program and getting a check, and there will be administrative costs.
Chief Johnson said Lt. Robbin has done extensive research on this problem, and Albuquerque started in-house using its traffic people to do the hearings.
Councilor Dominguez asked if this will impact the ability to provide more than 9 persons per shift.
Chief Johnson said Lt. Robbin believes he can run the program at the onset, depending on how busy or successful the program is.
Councilor Dominguez said, because it is a significant source of revenue, he believes it is something we need to consider as we talk about the entire plan.
- 3) **Councilor Dominguez** asked if the assumption, with regard to the \$410,000, is that we will collect from everyone, commenting not everyone pays their fee. He asked if there is some sort of analysis in this regard.

Chief Johnson said there is, and somewhere in the area of 80% actually pay their fines. **Councilor Dominguez** asked if the \$410,000 reflect the 80% collection rate.

Chief Johnson said first and foremost the program is designed to increase the safety of Santa Fe drivers, and to gain voluntary compliance from Santa Fe drivers. He said it will generate revenues, and would expect these figures may be conservative and it very well could generate even more funds. He said Lt. Robbin said the Albuquerque program is seeing decreases in traffic crashes at the major intersections of about 30%. However, the problem continues throughout the City in different locations. He said as Albuquerque has grown, it has added more cameras to its system.

- 4) **Councilor Dominguez** said Councilor Calvert spoke about technology and training, and with an increase in there will be an increase in the training budget, which will increase the operating budget.

Chief Johnson said the majority of the training funds come from the State and a certain amount of money is allocated for each officer, which currently is \$600 per officer per year. As we increase staff, more funds will become available for training.

Councilor Dominguez said one of the things in the Plan is reprioritizing one or two of the general fund positions, and asked if there has been a larger analysis to determine whether more than just one or two positions in the entire City could be reprioritized.

Mr. Buller said we have looked at that, and this is a discussion that we can have. He said the recent resignation of Mr. Tomlin could generate most of that money when you add his salary with benefits. He is looking at other positions, but he said he is not suggesting in any way that we do any reductions in force, but we can look at some FTEs which haven't been filled for some time.

Councilor Dominguez asked if he was only able to pull 1-2 positions out of that process.'

Mr. Buller said there are 4-5 FTEs which currently are vacant, but there aren't many more than that when you look at those positions which are funded entirely from the general fund, which are non-union positions which have been vacant for some time and are not in public safety. He feels this would be a more productive discussion when the department directors are in attendance to discuss why those vacancies have existed. For example, there is the Recreation Division Director position which is vacant, the Pest Management position at Public Works which he believes there is good reason to keep, but that has been vacant for some time, and there are 1-2 others.

Councilor Dominguez said he is interested in knowing that sort of analysis has happened and how widespread it was.

Mr. Buller said it has been comprehensive, but we haven't found a lot of positions which fit all of the criteria.

Councilor Dominguez said this is something which we could talk about at budget time.

Mr. Buller said this would be a good discussion for April 23rd.

Councilor Chavez would like Chief Johnson to do some sort of cost/benefit analysis on a red light camera program, commenting he wants the information if we are to do it in house or contract it out.

Councilor Chavez said in the next round on this Plan at Public Safety, he would like Chief Johnson to try to determine how much time the Department would need to be dedicated to increase preventive policing, especially the Neighborhood Watch and the Cops program. He knows community outreach is being done, and believes it is time well spent. He said we have to continue doing this, and continue to go back to the neighborhoods once these programs are established. He would like Chief Johnson to estimate what part of the force, or percentage of the budget, would be required to focus on what is being done and what he plans to do to increase this in the future, and the number of officers and dollar amounts which would be needed for these programs.

Chief Johnson said the accepted level for preventive policing, the national standard, is 20 minutes per hour. He said currently the time allowed for preventive patrols is about 5 minutes per hour.

Councilor Chavez would like a summary on what it would take to get to the 20 minutes per hour, so we can see what is involved.

Councilor Chavez said the Child ID Program would go a long way toward safer neighborhoods and safer communities which also could tie into public transportation. He said the RTD is providing service to communities in the north, and it wants to lower the ridership age to 10 years, but there is a concern about them doing so without ID and this would go a long way to help bridge that gap. He believes we need to be concerned about taking from the general fund, but if there are positions we really can do without, we should consider those.

Chair Ortiz said he has heard that we want to see in the budget is a reprioritization of the General Fund – we want the general fund and how we spend our money to match the priorities within the community. He said if public safety is to be our priority, and he believes it is, and we have other inefficiencies within City Hall, we need to look to those other places and reassess and reprioritize. He believes this will be the direction of the discussion on April 23, 2008.

Councilor Chavez left the meeting at this time

Councilor Bushee said it is difficult for her to assess public safety, and hopes the Chief is doing the thorough analysis and assessment, commenting that the Chief is doing his own “report card.” She hopes he will be honest and transparent with the Councilors with regard to what he believes are the department’s strengths and weaknesses, and areas for improvement. She said just throwing “bodies and money at the problem,” won’t always produce the desired results. She is hopeful this is one way to chip away at the problem in a way that he actually can fill the positions.

Councilor Bushee would like to hear more at future meetings and the Public Safety Meeting about strategic efforts, plans. She found the Strategic Plan to be short on details about new, creative ways to tackle the problems. She saw a generic attempt to say we’re short on bodies, the response time isn’t great and we want to increase the staffing of shifts. At some point she wants to hear what has worked and what

hasn't worked in addition to staffing levels. She wants to hear where there can be improvements. She said, "We just want to know it all." She said we all recognize this is a community problem, and we're not trying to tell you to make this all go away.

Councilor Bushee said for the next meeting she would like the following information:

- 1) response times for the past ten years, year-by year, in relationship to the volume of calls and to the population;
- 2) information about the specific programs;
- 3) if the districts as established are working well;
- 4) the reasons potential candidates decide not to come to Santa Fe, and if there are issues other than housing;
- 5) the things we have to overcome as well as what we have as natural assets;
- 6) have the improvements in Regional Dispatch worked and if it has helped with response time;
- 7) are there roadblocks to the needed technology and training in specific areas.

Councilor Bushee wants positions filled with people who want to stay in Santa Fe, and live here and be involved. She said, "I'm looking for the specifics." She wants to know pretty clearly what the Chief's vision for Santa Fe is, and what he thinks we can do together. She believes the Council has done its part to make the resources available when asked. She thought we should have given more money in 2006 to the problem. She said if we have to resort to a large property tax increase, we want to be able to take it to the voters, commenting she believes they will support public safety.

Councilor Bushee said we haven't discussed the Fire Department, commenting if the population has grown for Police Department issues, it has grown for Fire and Emergency Response. We still need ambulances and good response times. She wants to ensure we are going to be prepared. She said, with regard to annexation, we have enough raw land to be developed to generate revenues. She said we need to plan ahead and stop being so reactionary.

Councilor Bushee she prefers, for this "go round," to phase in what is achievable in a one-year time frame and to look outside of property tax increases, or to minimize the property tax increase for this first year, and to reduce looking to the general fund. She said no one has ever given her an assessment of the ratio of staff here for the size of the City, and not just for the Police Department. She wants to know how efficient the City is with its staffing levels, and in general to how we spend our monies. She has heard from the public that people just want the basic safety addressed – they want to feel safe at home, in the parks, on the trails and downtown.

Councilor Bushee said she received a call from someone in the alarm business, suggesting we're not collecting all of the fees we could be collecting.

Councilor Bushee would like, at some point, a progress report on the forfeiture ordinance, and when we could have an impound lot and begin to implement that ordinance which is now two years old.

Chief Johnson said Councilor Bushee is correct that this Council has provided the resources to address the major problems over the last two years, and we have made huge strides. He said one of our strengths is that we have a young department with young people with excellent ideas who are energetic, and this includes the older officers as well.

Chief Johnson said the strength of the department is that it is committed to the community, and the vision is to have higher visibility, to be active in community activities, to provide the best protection possible for our citizens and visitors to Santa Fe. He said although the officers are doing an excellent job, as he said earlier, we are maintaining that level and it is time to move forward. His goal is to make Santa Fe the safest city in New Mexico. He said with the Council help, and the support of the community, and the hard work of the department, he sees that as a realistic goal.

Chair Ortiz asked how do we measure safety in comparison to other communities. We don't have the infrastructure or population base of Roswell, for example, and we can't compare ourselves to a smaller community, nor so we have the same problems as Las Cruces. He said he has heard that we want to have the ability to gauge our success or our failures. He believes we need to have that ability before we put out additional resources. He said the question for us as a community is how to define public safety. He said now that the community has passed a property tax for parks and we are going to have beautiful and improved parks and trails, what is the point if there is the perception in the community that it's not safe to be in the parks or walking on the trails. He asked the point of having these amenities if we are battling the perception that our streets, parks and trails are less safe. He wants to know why there is this perception.

Chair Ortiz said other communities seem to have difficulty in finding public safety officers to fill positions, and he wants to know what other communities are doing that we could emulate in Santa Fe. He is looking for some sort of approach which thinks about maximizing efficiencies by utilizing technology, which thinks of public safety in a different way than just additional police officers and talks about some other kind of enforcement for our parks and open spaces. He said the City of Albuquerque has used the open space ranger concept. He said these kinds of programs and ideas aren't seen in this Plan. He said this is perhaps because this is built upon a past strategic plan and we've updated it, but it really doesn't think about some of these other issues. These are the kinds of programs that we would like to see.

Chair Ortiz said Councilor Wurzbarger's comments may be correct, that if we had a more holistic, a more comprehensive plan, and if we put it out to the public and had a real discussion as a community of what public safety is and is not, we might be able to get community buy-in for a larger increase, and we wouldn't need to be parsing out or doing different things if we had a larger discussion and we haven't had that. We haven't seen those details.

Chair Ortiz said because we know it took two years to fill the positions, and asked the Chief if we were to give you these positions, how many positions could you fill by the end of the year – of the 15 requested positions in year one.

Chief Johnson said the goal would be to fill all of the positions, but he is sure there will be some vacancies. He said he and the Chair discussed that there would be some vacancy savings and we could use those to fund positions in other areas.

Chair Ortiz said we can fund those positions, but that isn't the question. The question is if we give these positions to the Department, given the experience in 2006, how many positions would actually be filled by the end of this year.

Chief Johnson said that is hard to gauge. He said recruiting in public safety is highly competitive, although we are making great strides right now, noting the commercial is gathering interest from around the State. He said many law enforcement agencies don't know what we have to offer. He said the laterals from other agencies are extremely happy to be working here, because they have tools and training available to them that they've never had before. He has not heard a complaint from one of the lateral officers. He said we need a combination of both – cadets as well as laterals. He wants to have these jobs available for some of our own kids in this community who are interested in pursuing a career in law enforcement.

Chair Ortiz said he is "all for that." He pointed out that it took two years to fill 15 positions, and asked if that is a gauge for future success in recruitment, or are we getting better on our recruitment drives and with efforts such as the commercial, and asked again if we gave you 15 positions, would you fill those 15 positions by the end of the year.

Chief Johnson said to have the tools for recruiting has made a huge difference, and we are seeing more interest than we ever have in the past, more applicants and more people showing up for testing. He said what is tough in recruiting is that we have to be sure that we do an extensive background check on the people we will have working in the community, and we have to be absolutely sure we're choosing the right person for the job to avoid the problems of the past.

Chair Ortiz said the responsibility of the Council is to budget only for the upcoming year, and after 2010, even though you have proposed different things, "we're out of that." He pointed out that the Bateman act precludes the Council from budgeting for some future Council. He said the question is, for this year, how many positions will be filled. If we will fill some amount less than the 15, what will we do with those funds which have been budgeted. He said these are the kinds of questions which need to be answered before we can make a decision on what has been proposed.

Councilor Bushee wants to know how much will be needed for salary increases so we will remain competitive.

Chief Johnson said 33 positions have been filled since the recruiting effort has started, which is huge compared to the past.

Chair Ortiz said he is looking at the numbers which were provided by Chief Johnson.

Chief Johnson said he will work to fill the vacancies 100%. He said if we make a bad choice and

hire someone who turns around and walks out, that is money walking out the door with them. He said this is the reason it is absolutely essential to choose the right persons for this job. He said he will continue to work hard and to make progress in this area. He said the Department has been so far behind the curve for so many years, that the plan, as we increase the force, is to establish baselines and start gathering data so we can give positive answers and demonstrate our successes, which hasn't been done in the past.

Chair Ortiz said the Chief is saying he is behind the curve and needs additional positions. We are hearing that and trying to be responsive. He said the Chief has worked 100% to recruit the officers and to get us to this point in time. The question is: are we to use that for gauging our future success, or is there some other level we need to use to gauge our efforts. If there is some other level, you need to tell us that. He said there is the will to propose some kind of plan. The question is what kind of plan, and in what timing sequence. These are responsibilities which we have and we need your help by giving us the straight answers. He said this is the only ability we have, other than using outside consultants. We have to rely on you to make our decisions. You are our experts.

Chief Johnson said we now are holding ourselves to higher standards and he believes there is a very good chance to fill these vacancies by the end of the year. He said the numbers right now look outstanding. He said if we fill the vacancies we actually will have a waiting list, and he won't let up on the recruitment campaign. He said we still face retirements in the future, and this will be an ongoing process.

Councilor Dominguez said at the beginning of the meeting he asked a number of questions, and he's gotten answers to some of those, and little pieces of answers to others. He said the issues faced by this department are ones which are being experienced all across the state and nation. He said some communities have decided to look at things in a different perspective, or a different way. He asked Chief Johnson his priorities as a Police Chief and a leader of that Department.

Councilor Dominguez said some communities have decided to staff their department based on their priorities and not population. He said just because we have a larger population doesn't necessarily mean we have more crime. He said, for example, if we have a target to reduce gang activity by 10%, what is the effect on the overall organization and the community. He said reducing response time and increasing proactive time are low hanging fruit and universal to every department. He was looking at this kind of analysis, and to some degree this has been done with the focus on traffic and we've seen some of these results.

Councilor Dominguez wants to know some of the other things the Chief wants to focus on, and what are the priorities in the department which will help to address the larger issue of crime in Santa Fe. He believes that leads to a question he asked at the beginning, which is where is the analysis. Are the priorities those which have been identified internally, or was there a community-wide survey, or is it based on statistics in the department which need to be shared with the rest of the community – How are these priorities going to be set.

Councilor Dominguez said the people in his District may be interested in burglaries, but they may be more interested in gang activity, or vandalism or something else. He is looking to how the plan addresses these kinds of things. He said one big issue in his district is that ATVs are tearing up the open

space in Tierra Contenta. He asked how the plan will make resources available to address these issues in the community because these are the things the constituents have requested, and not because those are things he wants personally. He said if we are going to the people to ask them for more money, they need to know where and how this money will be spent.

Councilor Dominguez said he has learned through his experience with bond issues in the School District, when there is a specific plan about where and how money will be spent, people are much more receptive. He said we were very specific about the Parks Bond, and this was a community-driven plan and they helped to set those priorities and to sell the bond election. He is looking for that kind of buy-in from the community for this plan. He said this can't be just a plan that the Council approves because the Police Chief recommends it. It has to be a plan which is reflective of what the constituency wants addressed.

Councilor Dominguez said he can provide the Chief with a revised copy of his Memorandum. He had anticipated distributing a Memorandum with his specific questions. However, he will revise that somewhat, submit it to the City Manager and the Police Chief, and request a written response to the questions at the next Finance Committee meeting.

Chair Ortiz said there will be a public hearing at the Public Safety Committee about the Plan with public comment on the Plan. He said if we could have Councilor Dominguez's questions in time, Councilor Trujillo would include them in the packet along with the minutes of this meeting.

Chair Ortiz said there is a tight hearing schedule for the budget which means there is flexibility. If this Committee wants this back for a public hearing, we could do that. He said if the Committee feels a public hearing at the Public Safety Committee is sufficient, then there is no need to have it back to Finance for a public hearing. He said this Finance Committee will hear in the future how the Police Department is meeting its financial goals and do that on a regular basis, in addition to what is done at the Public Safety Committee.

Chair Ortiz said he will speak with Councilors Chavez and Wurzbarger to see if they would like to have this back to this Committee for a public hearing. If so, we will have to reshift our budget hearings. He said he is thinking the Chief's proposal is to have the full plan implemented for the next fiscal year.

Chief Johnson said this is correct.

Chair Ortiz asked if there is an alternative plan, or alternative the Chief can tell us about or in the immediate future about this Plan.

Chief Johnson said, with regard to Councilor Dominguez's remarks, obviously the main goal is the reduction in crime across the board. He said the deployment plan touches different areas, including animal control services, increasing the property crimes unit, having the ability to get the auxiliary bicycle patrol up and running to address specific problems on the bicycle trails and other areas, and to address the graffiti problems in the Tierra Contenta area. It will give us the ability to have more officers trained to be on ATVs patrolling the trails and different areas.

Chief Johnson said once all vacancies are filled, he has worked on a plan to adjust resources internally to get the street crimes unit up and running to address problem areas including gangs, graffiti and such. He said it makes a huge difference to be able to fill these vacancies, and "we'll get there."

Councilor Dominguez appreciates this, but he wants to know how the priorities are established and where is the data which identifies the priorities. He thanked the Chief and the Department for all the work which has been done, saying all of the Councilors are concerned about crime and want to give the needed resources. However, it really is what the constituents want and need, commenting they may not know what this is. He said education has to be done to teach constituents when, and when not, to call the police. There is much work to be done.

Responding to Councilor Bushee, Chief Johnson said community involvement is a key factor, and spoke about what is being done to address the issues, and said they are exploring every avenue. He said key factors are affordable housing, and he is working on the programs. We have to get these people back and living in this community.

Councilor Bushee said perhaps this could become a collective bargaining issue.

Chief Johnson said another key factor is remaining competitive and keeping our eyes on what agencies are doing around us, and address those issues in collective bargaining as well.

Chair Ortiz said the Committee is looking to have some of these answers by the Budget meeting on April 23rd at least, and would like those to be available to include in Councilor Trujillo's Public Safety Committee meeting packet for April 22nd.

Councilor Ortiz said the Public Safety Committee will meet here in the Council Chambers at 4:00 p.m. on April 22, 2008, for the public hearing on this proposal.

5. ADJOURNMENT

There was no further business to come before the Committee, and the Committee having completed its Agenda, adjourned the meeting at 8:10 p.m..

Matthew E. Ortiz, Chair

Reviewed by:

Kathryn L. Raveling, Director
Department of Finance


Melessia Helberg, Steriographer